

FOODSERVICE MANAGEMENT

As a senior MS, you may be charged with the responsibility of managing a general mess (GM). This could be one of your most challenging and rewarding assignments. During the course of your career, you probably have gained a wealth of knowledge as your responsibilities have increased. At this point, you should understand all phases of foodservice operations for which you have been responsible.

This chapter discusses procedures that are used in combination with your acquired experience and rate-related reference guides to enable you to efficiently manage a GM.

GMs are established to provide Navy personnel with wholesome, nutritious, well-balanced meals through the proper preparation and service of food items. At this point, you should know that you (the senior MS) are responsible for making sure the highest standards of foodservice are upheld.

As the senior MS, you are responsible to the food service officer (FSO) for the efficient management of the GM. You must plan menus, order all food items, schedule deliveries of food items, and check and inspect receipts. You must supervise storage and issue of food items and determine load capacity. You also must administer work schedules for foodservice personnel, assign jobs to the rotational pool personnel, and initiate corrective action to maintain the facilities and equipment. With aid from the medical department, you must administer a training program for the foodservice division in food sanitation. Instruction should be based on the Bureau of Medicine and Surgery's *Manual of Naval Preventive Medicine*, NAVMED P-5010, chapter 1, "Food Sanitation."

FOODSERVICE ORGANIZATIONAL AND PLANNING POLICIES

Messes are operated according to the various laws, directives, regulations, and instructions. Some laws apply to all services while others apply only to the Navy. Some regulations and instructions are Navywide and some are local. As an MS first class or chief, you should be familiar with those that pertain to the operation of your particular GM. It is your job to see that they are enforced.

The procedures contained in the *Food Service Management*, NAVSUP P-486, volume I, establishes policies to administrate, operate, and manage Navy GMs afloat and ashore. These procedures are the minimum that is essential to good foodservice management and are mandatory unless specifically stated as optional. However, these procedures are not limiting when conditions require additional controls. When necessary, heads of supply departments, commanding officers (COs), or higher authority may supplement procedures that do not conflict with the NAVSUP P-486.

The *Foodservice Operations*, NAVSUP P-421, complements the NAVSUP P-486. The NAVSUP P-486 is directed primarily to foodservice administration. The NAVSUP P-421 presents the other half of the picture by providing basic information about such actual food operations as inspection, storage, menu planning, preparation, and presentation.

The NAVSUP P-421 also includes suggestions on how to organize a foodservice division training program. Additionally, it provides detailed information on getting the maximum use of foodservice personnel and resources.

MESSING FACILITY ORGANIZATION

To carry out the purpose of the foodservice division, GM organization requires the efficient arrangement of personnel by functions. This requires dividing the activities and assigning responsibilities and authority to specific individuals within the foodservice division.

GM organization varies according to the mission, physical characteristics, and complement of each ship or station. When prescribed by the type commander (TYCOM), the supply department head prepares a supply department organization manual. This manual contains a description of each component's function within the division. It also assigns areas of responsibility and authority, including tasks of key personnel.

The supply officer prepares an organizational chart for the department. This chart identifies the essential functions and a clearly defined channel of responsibility and authority. An example of a typical organizational

chart for a foodservice division of a small fleet unit is illustrated in figure 13-1.

Records

As described in detail in chapters 2,3, and 12, GM records are used to accomplish the following basic processes:

- Determining provision requirements
- Preparing requisitions
- Processing receipt and expenditure documents
- Conducting inventories
- Maintaining related files and records to account for food items
- Preparing related correspondence, reports, and returns (financial statements)

The Food Service Management (FSM) system automates many of the routine manual foodservice records-keeping functions. The system uses the same terminology, forms, and procedures as found in the manual system. Since the system has been designed with current regulations in mind, the software can be easily used by an individual familiar with manual foodservice records. The NAVSUP P-486, volume I, provides a mandatory checklist and a Navy Food Service Systems Office (NAVFSSO) recommended system access list, which automated activities are encouraged to use.

Further information is available from the Terminal Users' Guide, which is distributed with the software.

This chapter discusses the use of foodservice records as management tools that enable you to more efficiently operate the mess. As the assistant to the FSO in the GM, you should not have custody or control over original financial records applicable to operating the GM. However, you should have access to these records and may have duplicates, as needed, for the effective administration and operation of the GM.

Throughout this chapter the various processes of foodservice management are discussed. Additionally, examples of how GM records are used to assist in managing all areas of the GM are provided.

Food Preparation

The FSO is directly responsible for making sure foodservice personnel follow all section orders concerning the proper preparation of food. As the leading MS, you should make sure the FSO's orders and regulations are followed by all foodservice personnel.

In addition to the service of food, these orders and regulations encompass such specifics as food conservation, sanitation, scullery operation, and the handling of food wastes. Managing these processes requires setting up a strict routine for preparing and serving food. This routine should include some of the following actions:

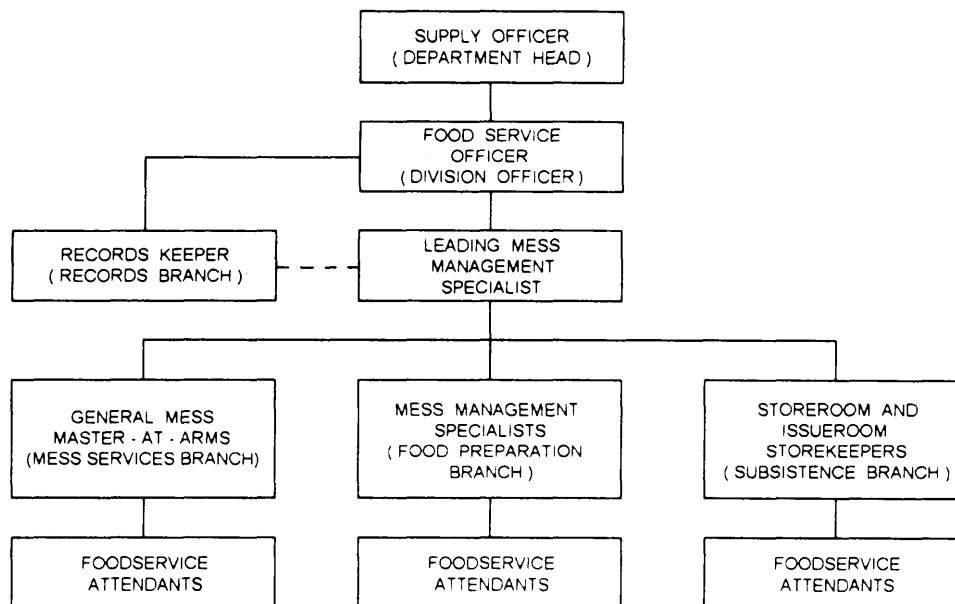


Figure 13-1. Typical organization of a foodservice division of a small fleet unit.

- Giving all foodservice personnel instructions that apply specifically to their duties
- Making sure all foodservice personnel are in clean uniforms (usually white) and maintain the highest personal grooming standards
- Instructing foodservice personnel concerning proper serving techniques before serving meals
- Inspecting and sampling the foods served in the GM
- Training foodservice personnel in the proper preparation of food

In addition to normal feeding, various conditions require situational feeding. All foodservice personnel should be capable of preparing and serving meals under these diverse conditions.

NORMAL CONDITIONS.– As the leading MS, your presence during all meals is essential to the foodservice operation. The fact that you are there and paying close attention to all the work being done has a positive effect on both the foodservice personnel and patrons.

The following are some of the reasons the leading MS's presence in the foodservice spaces is important during the meals:

- Making sure all personnel receive attractively presented, appetizing, and nutritious food served in a pleasing manner
- Making sure the GM patrons are not distracted during the meal
- Handling customer complaints on the spot
- Making sure visitors do not receive tours of foodservice and dining spaces during meal hours
- Preventing circumstances that may upset the normal dining routine or ambiance from occurring during normal meal periods

To make sure the serving area runs smoothly, you should make sure a current menu with nutritional information exists in full view at the beginning of each serving line.

You should make sure food is served promptly and in an appetizing manner. Additionally, you should make sure the equipment on the serving line operates at the proper temperature.

You should place an MS in charge of each serving line. This individual should be capable of instructing foodservice personnel on all aspects of the serving line operation.

SITUATIONAL FEEDING.– You should make sure your facilities, personnel, and schedule are flexible enough to support any required situational feeding. Situational feeding refers to the various types of special meals, battle feeding (combat feeding), or emergency and disaster feeding.

Special Meals.– Personnel required to work through normal meal hours, due to the nature of their duties, must receive a chance to eat. They are usually provided special meals, which were discussed in chapter 12.

Battle Feeding.– Aboard ships, food is distributed to battle station lockers for use during battle feeding situations. Food that does not require galley preparation or semiperishable food distributed in this manner requires constant checking. You should check to make sure all food items are rotated periodically to prevent spoilage, misuse, or theft.

During battle stations, personnel must man their stations until secured. Because battle stations may last for some hours, food carriers, racks, trays, and large coffeepots should be available to support battle feeding needs.

Battle food preparation will depend on whether the galley is in operation and enough MSs are available. If neither the galley nor enough personnel are available, you should use the meal ready to eat (MRE) ration and supplement it with hot or cold drinks. If limited galley foodservice is available, you should plan simple menu items. Simple menu items include sandwiches, fresh or canned fruit, hot canned beef stew, chili con carne, or easy to prepare recipes. You should supplement these meals with hot or cold drinks.

Personnel being relieved from battle stations should go to the galley or other auxiliary feeding stations to receive hot food. You should set up auxiliary feeding stations when situations do not allow access to the galley.

Officers receiving meals from the GM during battle feeding situations must pay regular meal rates as stated in NAVSUPINST 4061.9. Selling meals to officers on a credit basis simplifies procedures during an emergency situation.

Emergency and Disaster Feeding.– Historically such disasters as hurricanes, flooding, earthquakes, volcano eruptions, or accidents at sea have occurred.

Military activities have found it necessary to feed survivors of such disasters. As the leading MS, you should be familiar with your command's disaster preparedness contingency plan, which should include specifics on how to set up and feed the victims of disasters. You also should know how to properly account for the feeding of these personnel. Accounting procedures for emergency and disaster feeding is covered in the Expenditures and Accounting section of the NAVSUP P-486, volume I.

There are two classes of survivors of disasters used for accounting purposes. These classes are destitute survivors of disasters and survivors of disasters having personal funds.

1. Destitute survivors of disasters include refugees, civilian evacuees, and American merchant seamen. They are conditionally entitled to rations-in-kind and may be fed in Navy GMs at sea. The CO must first determine that the survivors are in fact destitute. The issuing command should use a locally prepared form to furnish information establishing entitlement of rations issued. This letter (fig. 13-2) is

called the certification of rations issued form. The Ration System section of the NAVSUP P-486, volume I, furnishes instructions on the completion of this form.

Ration credit is taken for destitute survivors of disasters in the same reamer as for rations-in-kind personnel. They are recorded on the monthly Ration and Sales Report, NAVSUP Form 1357, under Ration Breakdown. Code 14 is used to designate the type of personnel receiving rations as disaster survivors.

2. Survivors of disasters having personal funds are authorized to eat in the GM on a cash basis and must pay cash for each meal they receive. The rates charged for these meals are either those published in the NAVSUPINST 4061.9 or current prices established under the item pricing system. You should make every effort to collect cash from these personnel at the time of sale.

This class of personnel requires written authorization to receive rations from the GM. This authorization may be included in the supply department or command organization manual. Charges and

From: _____	_____ (UIC)
To: Commanding officer, Navy Food Service Systems Office, F2 Washington, DC 20374-1662	
Subj: CERTIFICATION OF RATIONS ISSUED REQUIRING REIMBURSEMENT	
1. Certification has not been received for rations issued as follows:	
a. Date(s) issued _____	
b. Number of personnel receiving rations _____	
c. Number of rations issued _____	
d. Type of personnel _____	
e. Authority to subsist _____	
f. Activity and address to bill _____	
g. Appropriation to charge _____	
_____ (Signature)	_____ (Social Security No.)
_____ (Grade/rate/title)	_____ (Service/Country)

Figure 13-2.-Certification of rations issued form.

accounting procedures for this class of personnel are described in the Expenditures and Accounting section of the NAVSUP P-486, volume I.

Disasters and/or emergencies also may occur ashore and in port. To feed personnel under such conditions, the CO must issue a directive declaring an emergency or disaster exists, and subsistence must be provided to persons other than those normally authorized to subsist.

The following actions should be taken to refund the Navy for meals furnished to victims of such a disaster:

- Individuals should be requested to pay (the sale of meal rates) at the time of receipt of the meal. If collections cannot be made, appropriate information such as name, address, and signature should be obtained. Individuals also should be informed that collection may be effected later.

- If unable to collect from individuals, then reimbursement should be obtained from one of the following organizations:

The American Red Cross

Navy Relief

TYCOM disaster relief funding

A business (contractor responsible for causing an evacuation)

Other disaster relief organizations

- FSOs finding collection efforts from ashore sources unsuccessful should request permission to waive collection. This request should be made to the Navy Comptroller (NAVCOMPT) through the chain of command. Should NAVCOMPT grant approval, the activity's Operations and Maintenance, Navy (O&M,N) fund will be charged the cost of feeding the individuals.

Catastrophic disasters or emergency feeding ashore or in port usually requires feeding large numbers of personnel. This is especially so if multiple supporting ships or stations are involved. A responsible officer in command, normally the local area commander, must issue a directive declaring that an emergency exists. Then subsistence may be provided to personnel other than those normally authorized to be subsisted. Under these circumstances, ration credit should be taken as previously described unless otherwise directed by NAVFSSO. NAVFSSO should be immediately contacted for guidance on the proper accounting and feeding procedures for these personnel. This is because the size of the operation may require unusual

management actions or clarification to ease resolution for involved activities.

Subsistence

All bulk subsistence storerooms including refrigerated storerooms used to keep chilled and frozen food are accountable spaces. The subsistence issue room, if used, is also an accountable space. These storage spaces must be maintained in an orderly fashion. Food items must be stored according to appendixes I and J of the NAVSUP P-486, volume I, and NAVMED P-5010-1.

A jack-of-the-dust must be appointed to be responsible to the accountable FSO for the safekeeping of all food stored in these spaces. Even small ships with few MSs should assign a jack-of-the-dust this primary responsibility. This is a full-time job that involves receiving, storing, and issuing subsistence, and completing all the appropriate documentation. All food in these spaces must be recorded on the inventory cards maintained by the records keeper.

Special Use of the Messdecks

Under certain circumstances, functions other than messing may periodically be held in the dining area of a GM. This is so regardless of how large or small a messing facility may be. These circumstances may include training, meetings, or special events that include games and contests.

You should make sure all events of this nature are coordinated and scheduled. Coordination involves informing key personnel such as your chain of command and any other personnel that may be affected. You should schedule all events so normal routine is not interrupted. This includes the proper and timely preparation for meal service, actual meal service, and cleaning up after meal service.

NAVY FOOD SERVICE SYSTEMS OFFICE GUIDANCE

NAVFSSO has two main responsibilities. NAVFSSO establishes and monitors all policies, procedures, programs, and regulations concerning the management, administration, and operation of all Navy GMs and afloat private messes. Volumes I and II of the NAVSUP P-486 contain detailed information on the administration of GMs and afloat private messes respectively.

When requested, NAVFSSO also will provide aid to activities in solving all major problems encountered in managing or operating enlisted or private messes. Contact points are issued by NAVFSSO instructions in the 5000 series.

NAVY FOOD MANAGEMENT TEAM ASSISTANCE

Excellence in foodservice is essential to the health and morale of Navy members and to the overall readiness of the Operating Forces. Because food is a major item of expense, use of the best food management practices (conservation, preparation, and serving) is necessary.

Navy food management teams (NFMTs) use on-the-job training to provide foodservice personnel with skill in preparing and serving food. This significantly improves the overall Navy foodservice program.

Organization

The NFMTs are directly responsible to NAVFSSO for performance of their mission. The team members may be assigned for additional duty to the host command for military and administrative purposes.

Mission

The NFMTs' mission is to aid ships and ashore activities in raising the quality and standards of foodservice. This assistance is provided in the following manner:

- Participating in an advisory capacity in managing the local foodservice program by working along with foodservice personnel. Demonstrating proper techniques in all phases of foodservice. This includes management, production and serving of food, sanitation, training, and accounting. Their training also motivates foodservice personnel toward increased efficiency and effectiveness.

- Providing on-the-job training to foodservice personnel through the "do as I do" method of instruction, employing advanced training aids and techniques.

- Instilling management awareness in responsible foodservice personnel. Placing special emphasis on high-quality food preparation, progressive cookery, proper serving techniques, foodservice safety precautions and operating procedures, fire prevention, sanitation, and personal hygiene.

- Inducing and stimulating professional pride in foodservice personnel.

- Reviewing the use of facilities, equipment, personnel, and other foodservice resources to evaluate each GM visited. Identifying limitations that hamper fulfillment of the foodservice goal.

- Reviewing manual and automated foodservice records, organization and operating manuals, and financial returns to determine compliance with the *Naval Supply Systems Command (NAVSUP) Manual* and current foodservice directives.

- Evaluating and aiding in implementing foodservice policies and procedures established by the Department of Defense, the Department of the Navy, and commands.

- Aiding in developing patron foodservice education programs to make sure personnel understand the foodservice operation, especially conservation.

- Providing information on and demonstrating new developments in foodservice and food items.

- Evaluating the practical application of foodservice techniques. Imparting programs of instruction, curricula, and formal training through technical and on-the-job training, and thereby making necessary recommendations to NAVFSSO.

- Exchanging ideas on foodservice operations with activities visited. Sending new ideas to NAVFSSO for dissemination to other NFMTs and field activities.

- Recording observations to provide a basis for follow-up actions to aid in resolving problems beyond the control of the local foodservice management personnel through better use of material and financial resources.

After an NFMT visit, no report of discrepancies is made to higher authority.

Requests for Navy Food Management Team Assistance Visits

Activities are highly encouraged to request foodservice training assistance visits. A team visit usually lasts for 2 weeks. Shorter visits maybe arranged if operating schedules or scope of foodservice operations dictates. An example is a ship desiring a visit to address specific problem areas. Team visits normally should not be requested during yard overhaul, while underway, or before shakedown periods of newly

commissioned ships. This is because maximum benefits are not gained during such periods. Those activities desiring aid should submit a letter request (fig. 13-3), showing several periods that may be convenient for the visit.

Activities requesting assistance are encouraged to communicate with the officer in charge of the NFMT within the designated area of responsibility before a visit. This is done so that the following information can be provided to the team before the visit:

- Location of the ship during the requested dates
- Summary data on the supply officer, FSO, and leading MS, such as rank or rate, name, date reported aboard, and projected rotation data

- Any specific problem areas requiring special attention
- Quantity of MSs and foodservice attendants on board
- Available government berthing if the visit is outside the team's home port

NFMTs also conduct training in the following areas:

- Maintaining of general mess records and preparing of GM returns
- Monitoring the contractual messmen program at ashore GMs
- Conducting the Ney Memorial Awards Program

Department of the Navy
USS DUARTE (DD-901)
FPO San Francisco 96601

15 Jan 1993

From: Commanding Officer, USS DUARTE (DD-901)

To: Commanding Officer, Navy Food Service Systems Office, Washington, DC 20374-1662

Subj: NAVY FOOD MANAGEMENT TEAM ASSISTANCE VISIT

Ref: (a) NAVSUP Pub 486, vol. I, appendix N, par. 3.4

(b) Phoncon FSO, USS DUARTE/OIC, Food Management Team, San Diego, CA of, 10 January 1993

1. In accordance with references (a) and (b), a Navy food management team assistance visit is requested during the period 15-30 April 1993. An alternate period is 1-15 May 1993.

R. G. DODSON

copy to:

OIC, NFMT San Diego

TYCOM/Major Claimant

Figure 13-3. Sample letter requesting food management team assistance.

Foodservice assistance is also provided to officers' and chief petty officers' messes afloat.

Report of Visit

After each visit, the officer in charge of the NFMT will informally discuss the overall condition of the GM with the CO or an appointed representative. The supply officer, the FSO, and key foodservice personnel are also briefed on their findings. The officer in charge of the team also submits a summary of the visit to the CO of NAVFSSO. This is done via the CO of the visited activity.

THE PROCESSES OF FOODSERVICE MANAGEMENT EFFICIENCY

Whether afloat or ashore, you, as a senior MS, will be responsible for managing many processes related to foodservice. Foodservice management efficiency entails giving each process related to foodservice the proper attention. You must formulate plans, coordinate the duties, and supervise your personnel's work as well as assume responsibility for the results. You must get the work done by directing and controlling the activities of others so they work together efficiently.

The following are some of the processes related to foodservice that are discussed in this chapter:

- Following the basic standards of foodservice
- Using proper inventory control and accounting procedures
- Setting up a sanitation program that includes physical examinations, training, and inspections
- Conducting routine preventive maintenance

STANDARDS OF FOODSERVICE

Quality of foodservice and customer service contributes substantially to maintaining high morale and the general welfare of Navy personnel. GM patrons are entitled to properly prepared, wholesome, well-balanced, and satisfying meals served under sanitary conditions in a pleasant atmosphere. To this end, the *Standards of Food Service*, NAVSUPINST 4061.11, outlines concrete actions that protect patron health and enhance satisfaction. They should be regarded as basic to any GM operation and serve as a guide for all GM operations.

Monitoring Food Preparation

The success or failure of a meal depends a great deal on properly timed cooking. For example, if chops or similar meats are to be served, cook only enough to get the meal started. Then continue preparing the chops during the serving, keeping just ahead of the demand. As the end of the serving line approaches, make an accurate count of how many servings will be needed to avoid preparing wasted rations.

Many items lose their taste or attractiveness if they are prepared too far in advance or in large quantities. It is good management to implement and enforce progressive cooking practices. Accurate computations on the NAVSUP Form 1090 will enable your MSs to prepare the proper amounts of food. You should keep a record of the amounts of all foods needed to serve each meal. Be sure you get a correct count on the number of people who are ashore on liberty or absent for other reasons. These records serve as a basis for more accurate future calculations.

Insist that your MSs carefully weigh the quantities of food to be used. Otherwise, accurate calculations are a waste of time. You also should monitor the following tasks to include conservation in preparation:

- The proper cleaning and paring of vegetables eliminate considerable waste,
- When you are opening cans, make sure the contents of each can are examined carefully before they are emptied into a large container. The spoiled contents of one can will make a whole kettle full of canned food unfit to serve. Food of questionable quality should be treated as bad food.
- Make sure vegetables are not overcooked. Cooking should end just as soon as the vegetables are tender. Longer cooking destroys food value and appearance.

- Make sure all fresh vegetables to be used uncooked in salads are thoroughly chilled. They should be kept in the refrigerator until it is time to prepare them. After they are prepared, they should be placed back into the refrigerator to keep them crisp and fresh. Do not put the dressing on a salad until just before it is served or the dressing may make the fruits and vegetables wilt.

The senior MSs of both watch sections should jointly conduct a weekly critique of the past weeks menu with all the junior MSs tasked with preparing the meals. During the critique, specific improvements needed in food preparation should be discussed, based

FSO should review all suggestions for possible adoption.

EVALUATING FOODSERVICE SUGGESTIONS.— Customers submitting suggestions or comments should be treated as individuals with individual needs. Most customers experience an empty stomach three times a day. Conversely, this need is routinely filled on a more impersonal basis—the same filling for all customers. You may provide the correct service, but if you treat the customer as just one of a group, rather than as an individual, it may cause resentment. Therefore, when evaluating suggestions or comments, you should present the right attitude toward the needs of the customer. These needs may run the extent from the ridiculous, through the routine, to the very difficult. However, these categories reflect your opinion of the needs and requests—not the customer's. The problems are important to the customers, otherwise they would not have submitted a suggestion or comment. Thus, you should make all customers feel that their problem is important.

Regardless of the nature or seriousness of a customer's problem, certain negative factors may serve to complicate it. For example, the customer may be angry, worried, or frustrated. Possibly, the customer may be unwilling to accept anything less than his or her desired solution to the problem. Awareness of these factors allows you to approach each suggestion practically and, in turn, deal with most rational suggestions effectively.

GIVING FEEDBACK ON SUGGESTIONS.— The FSO should evaluate all suggestions or comments and furnish a reply when requested, within 48 hours. The leading MS should make sure the proper action is taken to adopt or implement those suggestions the FSO considers favorable to improving the quality of service. Adopted suggestions should be posted twice weekly or placed in the ship or station plan of the day for the crew's convenience.

Recording Meals Consumed

There are different categories under which personnel fall when recording meal consumption. For you to account properly for all meals consumed in a GM, you must understand rations and ration entitlement. Also, the distinction between afloat and ashore recording procedures must be understood.

RATIONS.— Many times you have heard senior MSs say, "prepare 100 rations of that item." What the MS really meant is "prepare 100 portions" because a

ration is defined as a basic daily food allowance (BDFA). This and related terms will be explained next.

Basic daily food allowance. The BDFA is a prescribed quantity of food, defined by components or monetary value, required to provide a nutritionally adequate diet for one person for 1 day.

Supplemental food allowance. A supplemental food allowance is a prescribed quantity of food, defined by quantity or monetary value, which, due to unusual or extraordinary circumstances, is required in addition to the BDFA.

Special food allowance. A special food allowance is a prescribed quantity of food, defined by components, quantity, or monetary value, required when use of the BDFA is insufficient.

Night meals. Night meals are quantities of food that may be furnished to enlisted people standing night watches or performing other assigned duties between 2000 and 0800 hours. The value of food items used in preparing night meals is included in the total cost of issues to the GM. No additional ration credit may be claimed during sea periods regardless of the number of meals an individual consumes, including night meals.

Migrations (midrats). Midrats are food items such as soup, crackers, sandwiches, and leftovers normally offered to personnel assuming the midwatch and those being relieved. Midrats are different from night meals in that they are offered to personnel who have already consumed their breakfast, lunch, and dinner during normal meal hours. Therefore, they are not entitled to a fill night's meal. The value of food items used to prepare midrats is included in the total cost of issues to the GM. However, taking ration credit for midrats and/or the sale of midrats is not authorized.

Combat meals. Combat meals are classified into special- and general-use categories. Special-use combat meals consist of individually packaged rations, long-range patrol (LRP) rations, and MRE rations. General-use combat meals are regular GM meals prepared from on-hand stocks of perishable and semiperishable subsistence.

Picnics, recreation events, and coffee messes. Personnel may be authorized by the CO to receive food items for picnics, recreation events, and coffee messes from the GM. COs should establish such controls as necessary to make sure only personnel entitled to rations-in-kind are furnished food without charge, cooked or uncooked, for picnics or coffee messes.

Rations-in-kind. This is the term used to describe meals furnished to enlisted personnel from the GM at government expense.

RATION ENTITLEMENT.— Regular and Reserve enlisted personnel of the armed services, officer candidates, cadets of the armed forces academies in a duty status, and prisoners of war are entitled to rations-in-kind at government expense under various appropriation acts.

Retired enlisted military personnel confined in a hospital or dispensary are entitled to rations-in-kind.

Destitute survivors of disasters, refugees, civilian evacuees, and American seamen may be fed without charge in Navy messes. Entitlement is determined and action taken to effect reimbursement by NAVFSSO as appropriate from the data furnished in the certification required for this category of personnel.

Rations are furnished to foreign government personnel on a cash basis, except when the invitational travel orders authorize other means of reimbursement. Enlisted personnel in a travel status who are receiving per diem instead of subsistence are not entitled to rations-in-kind unless their orders are endorsed showing the number and type of meals authorized.

Cash sales may be authorized to various types of personnel. Usually, approval of the CO is all that is required and, in some instances, this approval can be obtained in the form of supply department instructions. Only those personnel entitled to rations-in-kind are authorized to eat without charge; all others must pay for each meal consumed.

AFLOAT PROCEDURES.— On the first day of the month, the executive or personnel officer should advise the FSO of the estimated daily number of personnel entitled to be fed in the GM. The FSO should be told when any significant change to the number of personnel entitled to subsist occurs during the month. When rations for foreign or other personnel are included, the FSO should be informed also.

The FSO uses the daily expected number of rations allowed to accomplish the following:

- Post the General Mess Control Record, NAVSUP Form 338, each day at sea.
- Plan the quantities of food to be prepared on the following day based on the actual number of persons expected to be fed using the current acceptability factors.
- Prepare certifications as required and arrange to have them completed and signed before departure of

personnel requiring certification. The FSO signs certifications when signatures of persons in charge of groups cannot be obtained.

During days at sea, ration credit should be taken for each enlisted member on board. Ration credit also should be recorded daily on the NAVSUP Form 338 for all meals sold for cash. Days at sea includes the day of leaving and the day of arriving regardless of the time of departure or return.

During in-port periods, ration credit should be taken only for the personnel actually fed. Any convenient, accurate method for determining this number is permissible; usually, a hand counter is used by the master-at-arms as personnel pass through the serving line. Full ration credit may be taken in port while simulated at-sea exercises are being held and all personnel are remaining aboard overnight.

Ration allowances are adjusted to compensate for the change in the calendar day resulting from crossing the 180th meridian. When the time is set back 1 day in crossing from the west (Japan) to the east (United States), rations are credited for the extra day. When time is advanced 1 day in crossing from the east (United States) to the west (Japan), rations are not credited for the lost day.

ASHORE PROCEDURES.— To provide uniform and equitable procedures in accounting and estimating military feeding costs, the policy that such programs will be based upon actual food costs per person was established by the Assistant Secretary of Defense. Such costs are essential to the planning of budget requirements and for the development of absentee rates for congressional presentations. The development of per capita consumption costs is based upon the actual number of persons fed in Navy GMs ashore. This is accomplished by the signature head count method whereby a daily count is made of all personnel fed at each meal.

Activities with GMs physically located ashore include the following:

- All shore activities except naval hospitals operating hospital messes
- All mobile construction battalions and detachments eating in GMs ashore
- All fleet and force commands operating GMs
- All cargo-handling battalions eating in GMs
- All inactive service craft facilities

- All naval beach groups
- All GMs operated aboard permanently moored ships that grant liberty under shore command conditions, including naval inactive ship maintenance facilities

Daily Allowed Rations.– The executive or personnel officer verbally advises the FSO of any significant changes in the expected number of rations allowed for all categories of personnel to be fed in the GM for the following day. If warranted by local operating conditions, the executive or personnel officer furnishes this information more frequently. When the allowed rations include rations for foreign or other personnel for whom certification is required, the FSO is so advised. The FSO uses the daily expected number of rations allowed to accomplish the following:

- Plan the quantities of food to be prepared on the following day after adjusting the net allowed rations by other factors affecting the number of personnel to be fed.
- Prepare a certification of rations issued for personnel who require it. Before their departure, the number of rations received should be entered on the certificate and the person in charge of the group should sign it. If the signature of the person in charge of such personnel cannot be obtained, the FSO should sign the certificate.

Tenant activities should verbally advise the host command of any significant changes in the expected number of personnel to be fed in the GM for the following day.

Meal Pass.– The Meal Pass, NAVSUP Form 1105, is issued by the personnel office to identify each member authorized to eat in the GM ashore. The NAVSUP Form 1105 is available in white, blue, pink, green, salmon, and yellow.

The host command is responsible for coordinating procedures governing meal passes to ensure consistency by all tenant commands using the activity's GM. In this responsibility, the host command specifies the colors to be used for each category of personnel and prescribes procedures for controlling the issue of meal passes. Commands performing personnel and administrative functions must be responsible for the actual issue and control of NAVSUP Form 1105, which will be accepted as valid by any GM. Different color meal passes must be used to identify Naval Reserve and other military personnel in the following manner:

- Naval Reserve enlisted personnel on active duty should be assigned the same color meal passes as Regular Navy personnel and should, for the purpose of GM accounting, be considered Regular Navy.

- Naval Reserve enlisted personnel on active duty for training (ACDUTRA) should be assigned meal passes of a different color than Navy and Naval Reserve personnel on active duty and should be recorded and accounted for separately by the GM.

- Different color meal passes are assigned to enlisted members of other service categories as determined by local needs.

The possession of a meal pass entitles the holder to consume meals at government expense in any Navy GM; therefore, it is incumbent upon each command to make sure only those enlisted members entitled to receive such meals are issued and permitted to retain a NAVSUP Form 1105.

Commands issue a meal pass to each enlisted member assigned who is entitled to rations-in-kind. Meal passes are not to be issued to the following:

- Personnel receiving commute rations
- Personnel receiving basic allowance for subsistence
- Personnel assigned to another command, except at activities where two or more commands are serviced by a single personnel office

When a meal pass is issued to an individual, the individual's name and social security number are typed or printed opposite the pass number in the meal-pass log and the recipient signs the log.

Head Count Procedures.– A signature head count procedure is used by all shore GMs, except in cases of mass or captive feeding, to determine the actual number of personnel fed at each meal. Every person receiving a meal must sign, in ink, a Meal Signature Record, NAVSUP Form 1291, to indicate receipt (fig. 13-5). Ration credit is based on the number of signatures recorded. One initial surname and meal-pass number (except contract facilities' personnel who should insert one initial and surname only) are required of each individual. Command or unit entries are not required by parent (host) activity personnel or by tenant activity personnel if a means is used to identify individual tenant activities. Transient personnel are required to indicate their parent command or unit. Individuals passing through the serving line more than once during the same meal should sign the NAVSUP Form 1291 only once.

MEAL SIGNATURE RECORD (4051) NAVSUP FORM 1291 (REV. 2-72)			DATE	SHEET NO.	
MESS LINE (1st, 2nd, etc.) CATEGORY OF PERSONNEL (Check applicable block) <input checked="" type="checkbox"/> NAVY REGULAR <input type="checkbox"/> NAVY RESERVE <input type="checkbox"/> NAVY ROTC <input type="checkbox"/> NAVY CADET'S <input type="checkbox"/> MARCORPS REGULAR <input type="checkbox"/> MARCORPS RESERVE <input type="checkbox"/> ARMY REGULAR <input type="checkbox"/> ARMY RESERVE <input type="checkbox"/> ARMY NAT'L GUARD <input type="checkbox"/> COAST GUARD <input type="checkbox"/> CIVILIAN APPLICANTS <input type="checkbox"/> AIR FORCE NATIONAL GUARD <input type="checkbox"/> FOREIGN <input type="checkbox"/> OTHER (Specify)			9-5-93	001	
SIGNATURE (First initial and last name)	MEAL PASS NUMBER	COMMAND/UNIT	SIGNATURE (First initial and last name)	MEAL PASS NUMBER	COMMAND/UNIT
R. Del Loma	2321				
W. Hamilton	2079				
D. Haughton	6901				
B. Howard	2300				
E. Leavitt	2725				
A. McFarlane	2327				
C. Black	2080				
J. Thomas	2257				
D. Newton	1955				
C. Blasingame	6902				
A. Mercado	5703				

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Figure 13-5.-Meal Signature Record, NAVSUP Form 1291.

The FSO is responsible for conducting and monitoring the signature head count procedure. The FSO also must train personnel involved in controlling the signature head count procedure, placing special emphasis on the eligibility of patrons authorized to receive rations-in-kind at government expense.

The messdeck master-at-arms (MDMAA) is responsible for the following:

- Determining the eligibility of personnel passing through the serving line to eat in the GM
- Obtaining signatures and a legible meal-pass number on the NAVSUP Form 1291
- Preparing a daily Recapitulation of Meal Record, NAVSUP Form 1292 (fig. 13-6)

In discharging these responsibilities, the MDMAA places special emphasis on the eligibility of patrons authorized to receive rations-in-kind at government expense. The MDMAA performs the following:

- Requires each person to exhibit a valid meal pass and identification card

- Permits new arrivals on travel orders and receiving per diem to have the travel orders endorsed
- Receives the NAVSUP Forms 1292 for mass feeding in the GM and makes a manual count of the group as they enter the serving line to verify the total
- Enters Total Verified and signs on the second signature line of each NAVSUP Form 1292 for mass feeding within the mess area

The records keeper is responsible for verifying the entries made on the daily NAVSUP Form 1292 by the MDMAA and the cashier and for entry of meals served to personnel not passing through the serving line. The records keeper performs the following:

- Verifies totals of each type of personnel listed
- Checks cash sale to make sure credit sales are included in the count

RECAPITULATION OF MEAL RECORD (4061)		DATE: 6 MAR 93			
CATEGORY OF PERSONNEL		BREAKFAST	LUNCH	DINNER	NIGHT/OTHER
NAVY	REGULAR				
	RESERVE				
	NOTE				
	CADETS				
MARINE CORPS	REGULAR				
	RESERVE				
ARMY	REGULAR				
	RESERVE				
	NATIONAL GUARD				
COAST GUARD					
CIVILIAN APPLICANTS					
AIR FORCE	REGULAR				
	NATIONAL GUARD				
FOREIGN					
OTHER (Specify)					
1ST SUBTOTAL			128		
CASH SALES (INCLUDE CONTRACT PERSONNEL)					
<div style="border: 1px solid black; padding: 5px;"> Person in charge of the group will write an appropriate statement indicating the reason for mass feeding </div>					
GRAND TOTAL					
CONVERSION FACTOR			20%		
RATION CREDIT					
<div style="border: 1px solid black; padding: 5px;"> "MASS FEEDING - SCHOOL" "TOTAL VERIFIED" </div>					
STATION AUDIT BOARD					
The undersigned certify the above to be, for the period specified, an accurate recapitulation of enlisted dining facility meals received for:					
SIGNATURE AND RANK, RATE OR GRADE I.M. SCHOOLTIME, OMC, USN I.M. MAA, AM2, USN					

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Figure 13-6.-Recapitulation of Meal Record, NAVSUP Form 1292.

- Makes sure the NAVSUP Form 1292 prepared for duty foodservice personnel is accurate and does not include personnel receiving commuted rations
- Checks meals requested and furnished against NAVSUP Forms 1292 for other types of personnel not passing through the serving line
- Makes sure the entry for contract foodservice personnel does not exceed the number on duty during the meal
- Reports noted inconsistencies to the FSO for corrective action
- Makes required corrections to personnel counts and coordinates the correction with the

responsible personnel for the error whereby both must initial the correction

NAVSUP Form 1291.— This form should be preserialized and the headings completed before each meal to ensure control and to prevent loss or misuse of the signature sheets. Either the MDMAA or the person authorized in writing by the FSO supervises the signing of the NAVSUP Forms 1291. The supervising MDMAA should be seated on a high stool behind the signature counter to verify meal passes and to direct personnel to the correct meal signature sheet. This assignment is one of the most important duties within the division. This person must be firm but fair in carrying out this assignment. This person must make sure each person passing through the serving mess line is entitled to either rations-in-kind or pays, without exceptions.

Categories of personnel. The number of personnel fed in each category is determined by requiring the personnel in each category (Regular Navy, Naval Reserve, Marine Corps, Army, Coast Guard) to sign separate forms. The forms should be placed on separate clipboards, color coded to match the meal passes, or have stenciled signs to indicate the personnel categories. Minor categories may be combined on a single form and the appropriate category entered in the Command/Unit column.

Night and brunch meals. Night meals are served between 2000 and 0800 hours. Brunch meals served before 0900 hours are recorded as breakfasts. Brunch meals served after 0900 hours are recorded as lunches.

Special feeding occasions. The number of persons fed at special feeding occasions, such as picnics, barbecues, and cookouts, are counted and reported for the regular GM meal that the special event replaces.

Mass or Captive Feeding.— Mass feeding means accounting for a group of personnel by using a NAVSUP Form 1292 as a summary document instead of obtaining individual signatures on a NAVSUP Form 1291. At activities with mass or captive feeding, such as recruit training centers, schools, brigs, and groups fed outside the GM, the person in charge of a draft or group of personnel uses a NAVSUP Form 1292 to record the number of personnel in each category to be fed at the meal. The person in charge computes the total; writes an appropriate statement in the Remarks block, such as "Mass feeding-school," or "Mass feeding-picnic"; and signs on the first signature line including grade or rate and service number.

When a group is fed in the GM, the person in charge of the group presents the completed NAVSUP Form

1292 to the MDMAA upon entering the messdeck. The MDMAA makes a count of the group as it passes to verify the total, writes Total Verified, and signs on the second signature line. The MDMAA retains the NAVSUP Form 1292 and assembles it with the appropriate NAVSUP Forms 1291 for that meal.

Meals finished to personnel not passing through the mess line, such as working parties, inpatients of the dispensary or hospital, duty foodservice personnel, prisoners, and picnic or outing personnel, are handled as mass feeding. However, persons eating individually, in these cases, sign the NAVSUP Form 1291 and are excluded from the count on the mass feeding NAVSUP Form 1292. A person familiar with this responsibility is designated to prepare the NAVSUP Form 1292 and deliver it to the records keeper as soon as possible after the meal and no later than the following morning. The records keeper checks the form to make sure it is complete and makes such checks as possible to verify the total. The records keeper writes "Checked" and signs on the third signature line.

Meal Recapitulation.— Upon securing the mess line, the MDMAA assembles the forms in sequence by category and draws an ink line below the last name of each form. The MDMAA determines the total number of signatures for each category of personnel and enters the totals on a NAVSUP Form 1292, which is prepared in an original and one copy. The total of all categories is entered as the first subtotal. The totals for breakfast, lunch, and dinner are entered on the same form. Separate forms are not prepared for each meal. The MDMAA signs on the first signature line and delivers the NAVSUP Form 1292 to the FSO after the dinner meal. When more than one MDMAA is on duty at different meals, they both initial the subtotal(s) for which they are responsible and both sign on the first signature line.

Duty Cashier.— When cash sales are made, the duty cashier enters the total number of meals sold from the GM in the Cash Sales block, computes the second subtotal, and signs the certification on the second signature line. The entry opposite the Cash Sales block includes all meals sold, both those for which cash is collected before admission to the serving line and those sold on a credit basis. This figure should agree with the total recorded in the daily meal record.

On some stations the cashier billet may be combined with the MDMAA. This can be accomplished effectively providing the person assigned has received proper training. There is no individual duty or assignment that can be singled out as the most important within the foodservice division because it takes team

effort; however, the duties of cashier and MDMAA have the distinction of being the first customer contacts.

Letters of Authority, Authorization, and Appointment

Letters of authority appoint personnel to act for another person or persons of higher authority. Letters of authorization permit certain functions or actions. Letters of appointment assign responsibility and authority to designated personnel to control a specific function. The supply officer must maintain, in the supply office, a current file of all such letters applicable to operating the supply department. Copies applicable to the GM should be retained by the FSO.

LETTERS OF AUTHORITY.– The following are letters of authority that may be required in the foodservice division:

- CO's letter appointing an assistant to the supply officer as the FSO
- CO's letter appointing the person authorized to receipt for food items in the absence of the FSO and his or her designated assistant
- Mess treasurer's letter designating a person to approve issue requests for a private mess

LETTERS OF AUTHORIZATION.– The following are letters of authorization that may be required in the foodservice division:

- CO's letter authorizing the FSO to make necessary changes in the approved menu
- CO's letter authorizing the sale of meals from the GM on a credit basis
- CO's letter authorizing a change fund for the GM

LETTERS OF APPOINTMENT.– The following are letters of appointment that may be required in the foodservice division:

- CO's letter appointing a control officer for the handling and security of the Cash Meal Payment Book, DD Form 1544
- FSO's letter appointing an individual to be a collection agent or authorized funds custodian
- FSO's letter designating a cashier to receive payment for meals sold from the GM

INVENTORY CONTROL AND PHYSICAL SECURITY

We have already concluded in previous chapters the importance of maintaining a balanced load to support the ship's mission. In this regard, procedures should be set in motion to control your inventory levels. This includes employing safeguards for the security of your inventory.

These procedures should contain provisions for reviewing the accuracy of inventories, actual issues, and records. You should review these items as necessary to ensure the continued availability of balanced stocks.

The actual (physical) inventory of food items on board should be accurately reflected in the inventory records. Improperly kept records support practices that, without exception, will lead to inefficiency and cause losses in money and material.

Stock Maintenance

In chapter 12, we discussed how to determine the extent and types of stocks to maintain on board. The topics discussed next are critical in the efficient maintenance of required stock levels.

- You should constantly check your food inventory to ensure rotation and use of stocks to prevent oversupply, which may result in surveys. Store stocks so the oldest stocks can be used first.

- Review past usage records regularly. They will help achieve balanced requisitioning by showing what is on hand and what items are needed.

- Make sure menu changes are kept to a minimum. An accumulation of menu changes can unfavorably affect your balanced load, either increasing or decreasing the planned usage of food items. This results either in stocks being depleted faster than expected or unused stocks unnecessarily taking up storage space.

- Adjust your high and low limits as necessary to adapt to an increase or decrease in crew size. This helps make sure you order an accurate quantity of food items for a loadout.

- Regularly review food stocks currently on hand during underway periods. If inventories point out stocks that are in either long or short supply, temporary adjustments to the cycle menu can be made to balance stocks.

ISSUE CONTROLS AND PROCEDURES.–

Repeated use of your menus and breakout guides allows you to adjust breakout requirements to match the quantities actually needed for preparation of the meals by yielding breakout information that closely reflects actual requirements.

When you review a document requesting an issue, you should make sure it reflects only the items actually needed and in the correct quantities.

Authorization.– Documents requesting breakouts to the galley must be approved by the FSO or a person designated in writing by the FSO. The FSO establishes controls to account for each issue document. Issue documents are prepared in triplicate and approved by the senior MS on duty. The original should be forwarded to the FSO on the morning following the date of issue.

Documentation.– Issues to the GM must be made either on a NAVSUP Form 1282 or a NAVSUP Form 1059, each prepared in triplicate. Issue procedures were discussed in detail in chapter 2.

RETURN OF UNUSED ISSUES TO STOCK ON HAND.– Return all unused and unprepared food items remaining in the galley after completion of meal periods to the issue storeroom at the end of each day. The NAVSUP Form 1282 containing the daily issues should be changed to document items and quantities returned and reflect any quantities issued to the galley. The NAVSUP Form 1282 should be signed by both the senior MS on duty and the issue-storeroom custodian.

FREQUENT SPOT INVENTORIES.– Frequent (twice weekly recommended) counting of fast-moving and high-cost items is advisable to maintain financial control of GM accountability. When spot inventories are conducted, all affected records should be adjusted.

Key Custody and Controls

Afloat Supply Procedures, NAVSUP P-485, and *Food Service Management*, NAVSUP P-486, describe current security information.

The basic rules set down by the NAVSUP P-485 for key security are as follows:

- Supply spaces must be kept locked when not in use.
- Custody and responsibility for any space must rest with the person in charge of that space.

- Permission for entry of persons not ordinarily authorized to have access must be obtained from the supply officer, FSO, or a delegated representative.

- No space should be secured in such a manner that access by use of ordinary damage control equipment is hindered in an emergency.

- Keys to supply space padlocks must not be taken from the ship and should be turned in to the key locker when the custodian goes ashore. Keys to GM working spaces may be passed between watch captains and not locked in the key locker.

- Whenever an original or duplicate key is lost, a new lock must be placed in use.

- Combinations to locks must not be recorded in writing except for a written combination in a sealed opaque envelope. This envelope must be signed over the flap by both the custodian and the accountable officer in the presence of one another and retained in the accountable officer's safe.

- All key padlocks must be of 1 1/2-inch size.

- All keyless padlocks used must be of the three-combination, manipulation-resistant type.

Aboard submarines, because of unique space limitations, damage control purposes, and the necessity for storing material in widely separated small spaces, it is not feasible to keep all supply spaces locked. Fleet, type, and local instructions make necessary provisions for appropriate deviations.

Train your personnel to lock the padlock on the staple and remove the key whenever they enter a storeroom or other locked supply department space. This procedure prevents keys from being locked in the storeroom and locks from being lost or switched by unauthorized personnel. It also prevents members from being locked in the space by a passerby who may think the space has been left unlocked by oversight.

LOCK GROUPINGS AFLOAT.– Aboard ship, the locks of the foodservice division are integrated with those of the rest of the supply department. Locks and keys for individual spaces are grouped by the following functional areas:

- Group I spaces consist of all supply department and general stores spaces, including storerooms, special lockers, and related spaces.

- Group II spaces consist of foodservice spaces including the galley, bake shop, bread room, vegetable

preparation area, foodservice issue room, meat preparation area, refrigerated spaces, and foodservice storerooms.

- Group III spaces consist of the ship's retail and clothing stores, the fountain, vending machines, and related bulk storerooms.

- Group IV spaces consist of the ship's service activities such as the barbershop, tailor shop, dry-cleaning shop, and laundry.

For all afloat groups, each lock must be opened by an original and duplicate key different from the keys to any other space. Additionally, each group must have a master and one duplicate master key capable of opening every lock in the group. here also must be a grand master and one duplicate grand master capable of opening every lock in every group. **NOTE:** Group III has special keyless padlocks that are excepted.

Afloat, accountable food items must always be kept under lock and key. The only exception is when the bulk of such material needed for a required endurance load makes storage under lock and key impractical. Storage of accountable food outside of locked and controlled storerooms should not be done without the knowledge and consent of the supply officer. Physical inability to store all items under lock and key may mitigate, but does not relieve the FSO or his or her responsibility for accountability.

LOCKS ASHORE.— At ashore GMs, the locks of the foodservice division may or may not be integrated with other locks of the supply department. In either case, the FSO must be knowledgeable of the existence and have control over any master and duplicate master keys that can open foodservice spaces.

The following procedures further outline custody and handling of keys:

- No two spaces should have locks that can be opened with the same original and duplicate key except master and grand-master keys.

- The person in charge of the space must get the original key from the general key locker at the beginning of the day. This person must keep possession of the original key during working hours and return it to the general key locker after working hours.

- The general key locker should be located in the supply office to provide centralized key control.

- Duplicate keys should be kept in a duplicate key locker in the supply office or in the supply officer's safe.

The supply officer may authorize a special duplicate key locker when procedures require recurring use of duplicate keys.

- When these procedures do not satisfy local circumstances, the supply officer may prescribe in writing alternate procedures to ensure proper control of keys and access to spaces.

- Equipment and locker keys to cabinets and small nonaccountable gear storage lockers located in the common messing area are controlled as directed by the FSO.

As department head, the supply officer has overall accountability and right of access to all foodservice spaces. This right of access does not compromise accountability.

AUDITING ACCOUNTING RECORDS

As was stated in chapter 3, the objective of any system of records maintained by a messing facility is to provide a source of data to be used in the preparation of the required financial statements for that messing facility. When properly maintained, these records also provide information that allows a more efficient operation of the messing facility. To this end it is vital that an auditing process be in place that allows for frequent checks of all records to ensure their accuracy.

Balancing the Subsistence Ledger

The records keeper maintains the Subsistence Ledger, NAVSUP Form 335, keeping one for each food item on board. This form provides a record by quantity of receipts and expenditures. It also provides a running balance on hand for each food item. Such transactions occur regularly and should be recorded to reflect the actual date of each transaction. The types of transactions are receipts, issues, sales, transfers, surveys, or inventory adjustments resulting from inaccurate inventory. Each transaction must be recorded accurately.

To make sure all transactions are recorded accurately and the math is correct, the FSO or designated representative must periodically perform certain checks. He or she should check to make sure the correct unit is used for all transactions recorded.

Unlike other stock items, food items have two unit prices—the fixed price and the last receipt price. The purchase price for food items on the commercial market fluctuates and the GM must operate on a fixed ration

allowance. For this reason, NAVFSSO establishes a fixed price for all items used in the GM. Thus, the same charge is made for an item throughout the accounting period regardless of the current market or receipt price. The receipt price for each receipt should be entered in the space provided along with the date of receipt. This price is used to survey, transfer, or sell items to private messes and to extend inventory value.

You can verify the current on-hand balance by adding all receipts to the opening inventory and subtracting all issues, transfers, surveys, and sales. The resulting figure should equal the current on-hand balance.

You can confirm the Cumulative Total (issues) figure by running a printout or tape. Add the beginning inventory and all receipts. Subtract all quantities in the Other column and subtract the current on-hand balance. The result will equal the Cumulative Total figure if there are no mathematical errors on the NAVSUP Form 335.

The Subsistence Ledger, NAVSUP Form 335, is considered a paper inventory and should not be interpreted as a true representation of the physical inventory. An actual physical inventory should be conducted to confirm the paper inventory. As was discussed earlier, frequent spot inventories should be conducted on fast-moving and high-cost items.

Cash Collection

The FSO is responsible for collecting required basic charges and surcharges received from the sale of meals from the GM. Additionally, he or she is responsible for depositing such funds with the disbursing officer. When wardroom members are furnished meals from the GM, whether continually or during in-port periods, the mess treasurer is responsible for the collection and reimbursement for such meals.

RECEIPT AND RECORDING OF FUNDS.-

The FSO designates, in writing, cashiers to receive payment for all meals sold for cash. Payment may either be received in advance through sales of meal tickets or directly from personnel as they enter the GM.

DOCUMENTATION.- Various forms are used to document sales of meals. Those used to classify ration entitlement and to document rations-in-kind were discussed earlier in the chapter. Discussed now are the forms used to record receipt of funds.

Cash Meal Payment Book.- The Cash Meal Payment Book, DD Form 1544, is used to record meals sold for cash from a GM in the manner prescribed next.

The CO will designate a control officer for the handling and security of the DD Form 1544. The transfer control and receipt coupons (four numbered coupons per book) will be used to complete the book. Individuals authorized to receive cash meal payment books sign the transfer control and receipt no. 1 at the time of receipt. The coupon is then retained by the control officer transferring the book. Another transfer control and receipt coupon is used to return the completed book.

Cash Meal Payment Sheet Register.- The headings Organizations and Installation are filled in by the appointed control officer. The individual (normally a cashier) authorized to receive cash meal payment sheets should sign and insert the organization and date on the cash meal payment sheet register. He or she must make sure the sheet numbers correspond on both the payment sheets (described in the next paragraph) and the register. When the cash meal payment sheets are completed they are returned to the control officer. Now, the columns Date Returned, Cash Collected (foods surcharges), and Received By should be filled in. The Voucher No. column should not be completed since this column may be used at some future date.

Cash Meal Payment Sheet.- Before using this form, the Organization block is completed. It also should have all applicable charges such as food charges, surcharges, or per diem as prescribed in the NAVSUPINST 4061.9.

The cashier makes sure all individuals paying cash for meals sign their names and indicate their grade. He or she should then insert the applicable charge after each signature.

A cash meal payment sheet also may be used for periods exceeding 1 day. In this case, the cashier should fill in the first unused line with his or her signature, rate, and date. Below this signature, rate, and date, a double line should be drawn to separate dates.

After a payment sheet has been completed and all totals inserted, the cashier signs and inserts his or her rate and the date. The cashier then turns the sheet in to the control officer or appointed representative.

When cash is turned in to a collection agent or disbursing officer, the DD Form 1544 serial and sheet numbers are entered next to the signature of the individual turning in the cash in the Cash Receipt Book, NAVSUP Form 470. The DD Form 1544 and the Sale of General Mess Meals, NAVSUP Form 1046 (credit sales), are used to substantiate sales from the GM and the ration credit claimed.

The DD Form 1544 is audited and reconciled at the time the cash is collected by the collection agent or authorized custodian appointed to that established position by the FSO. The FSO should review the DD Form 1544 at least weekly and make sure an audit is made when the cash is collected.

Funds held by the cashier more than the allowed change fund should be collected daily. The only exception to this is cash received from meals sold on weekends or holidays. This cash may be retained in the personal custody of the cashier provided adequate facilities exist for the security of such funds. Separate and adequate facilities should be either a secured safe with a three-tumbler combination lock or a locked container within a safe of this type. At the close of each meal period cashiers are personally responsible for the security of all funds in their possession. Cashiers remain responsible for such funds until depositing them with the authorized collection agent.

The FSO appoints collection agents and authorized custodians. GM cashiers and the FSO cannot be designated as collection agents. Each individual responsible for funds must be provided with his or her own safe or a separate locked compartment in a larger safe.

Overages and Shortages.— The cashier records overages and shortages in cash received from the sale of GM meals on the DD Form 1544. During the daily audit, the collection agent verifies the difference during the weekly DD Form 1544 inspection. The agent determines the cause of cumulative cash differences in excess of \$1 or .05 percent (whichever is larger) per cashier for the week. The collection agent then acts as warranted by the circumstances to prevent a recurrence.

Any cash discrepancy involving possible fraud or criminal act, regardless of value, should be recorded as outlined in the *Navy Comptroller Manual*. Total overages and shortages exceeding 10 dollars should be reported as part of line 5 on the NAVSUP Form 1357. This line is for undeposited sales that exist at the end of the month or patrol cycle. A letter should be prepared and submitted with the NAVSUP Form 1357 explaining the circumstances involved with the gain or loss. This letter also serves to request authority to reduce accountability by deposits (gains) or expenditures (losses) reported on line 5.

Credit Sales.— If the sale of meals from the GM has been authorized and is considered quite practical, the CO may authorize the sale of meals on a credit basis.

This authorization is for officers, enlisted, and other categories subsisting daily.

When meals are sold on a credit basis, the Sale of General Mess Meals, NAVSUP Form 1046 (fig. 13-7), is used to record these credit sales in the following manner:

<u>Captions</u>	<u>Explanations</u>
Name	The full name, grade or rate, and branch of service of the person receiving the meal should be filled in by the FSO.
Meal	B - breakfast L - lunch D - dinner
Month and Year	The individual receiving the meal initials in the appropriate block opposite his or her name to acknowledge receipt of the meal except for full days at sea when members are charged for three meals. (See fig. 13-7.)
Total Sales Rate Values Total Value	The FSO should complete these blocks at the time payment is received. The FSO should acknowledge receipt of payment on the date payment was received.
Certification Total Cash Collected Date	At the end of the month and upon detachment, the FSO should complete this portion of the form.

When the CO determines that it is impractical and uneconomical to subsist a small number of officers in the established wardroom during in-port periods, weekends, and holidays, he or she may authorize officers to purchase meals from the GM.

At the option of the CO, a GM MS may be assigned the duty of maintaining the NAVSUP Form 1046. The MS should place a check mark or maintain a running total in the appropriate block opposite each name to show consumption of a meal. The form should be posted in a noticeable location where it can be seen by the wardroom mess members. At the end of each month, each mess member signs in the Name block to acknowledge approval of the meal tally.

The payment for all meals sold on a credit basis is required no later than 15 days following the month in

SALE OF ENLISTED DINING FACILITY MEALS

NAME	MEAL	MONTH, JANUARY YEAR, 1993																															TOTAL SALES			RATE	VALUES	TOTAL VALUE
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	B	L	D			
ERIC T. HOLMES LT, USN <i>Eric T. Holmes</i>	B							X	X	X					X										X	X			X	X		18		95	17.10			
	L							X	X	X					X										X				X	X		17		190	32.30			
	D								X	X															X	X						14		190	26.60			
TOM B. REMELY LT, USN <i>Tom B. Remely</i>	B							X							X	X	X										X				17		95	16.15				
	L							X							X	X									X	X			X	X		23		190	43.70			
	D								X										X						X							13		190	24.70			
DOUG R. FREEDMAN LT, USN <i>Doug R. Freedman</i>	B							X	X	X					X																15		95	14.25				
	L							X	X	X					X	X									X	X					18		190	34.20				
	D								X	X					X				X	X	X										17		190	32.30				
SEAN K. O'KEEFE LTJG, USN <i>Sean K. O'Keefe</i>	B							X							X	X															16		95	15.20				
	L							X							X												X				18		190	34.20				
	D								X						X																13		190	24.70				
MIKE A. WORLEY LTJG, USN <i>Mike A. Worley</i>	B							X	X	X					X																17		95	16.15				
	L							X	X	X					X																17		190	32.30				
	D								X	X					X																13		190	24.70				
WILLIAM B. ELLIS ENS, SC, USN <i>W.B. Ellis</i>	B							X	X						X																13		95	12.35				
	L							X	X						X																16		190	30.40				
	D								X						X																12		190	22.80				
BILL C. LANSFORD ENS, USN <i>Bill C. Lansford</i>	B							X							X																15		95	14.25				
	L							X	X	X					X	X										X	X	X			23		190	43.70				
	D								X						X	X										X	X	X			15		190	28.50				
CASH SALES	B																														111		95	105.45				
	L																														132		190	250.80				
	D																														97		190	184.30				
		TOTALS																																	32358.58			
		TOTALS																																	215193	113.8	540.55	

Figure 13-7. Explanation of the Sale of General Mess Meals, NAVSUP Form 1046.

which the meals were sold. Individuals concerned should make payment before detachment. The FSO furnishes a receipt for the cash paid. The Cash Receipt Certificate, NAVCOMPT Form 2114, maybe used as a receipt form. This is done by marking out the line "for which I hold myself accountable to the Treasurer of the United States of America."

Deposit of Funds.— When practical, finds in excess of the change fund should be deposited daily with the disbursing officer. When impractical to make daily deposits, the cash should be deposited at least twice weekly. Any exceptions to this must be authorized by the Naval Supply Systems Command. When it is impractical for the collection agent to deposit cash daily, it should be retained in the collection agent's personal custody or turned in to the FSO.

Accountability File

The FSO must maintain files of accounting records and substantiating documents required for audit of subsistence, supply, and GM operations. Records and documents must be retained and disposed of according to *Navy and Marine Corps Records Disposition*

Manual, SECNAVINST 5212.5. See also appendix B of the NAVSUP P-486, volume 1.

RESPONSIBILITY.— The accountability file must be established by the FSO on the first day of the accounting period.

SECURITY.— The accountability file must be kept under lock and key by the accountable officer to maintain security of all accountable transactions and substantiating accountable documents.

At the end of the quarter, the documents in this file become the ship's retained returns for the period, except the rough inventory. The rough inventory should be retained in the accountability file until the next rough inventory is made.

SANITATION

Sanitation was discussed in detail in chapter 1. This chapter addresses sanitation from the management position.

The FSO is held directly responsible for any foodborne illness that may result from improper or

careless preparation, serving, or storage of food. Consequently, he or she must ensure the following accomplishments:

- Frequent inspections of equipment and personnel are conducted.
- Formal and informal training is carried out as dictated.
- All foodservice personnel receive physical examinations as prescribed in SECNAVINST 4061.1 and NAVMEDP-5010-1.

As the most senior MS, you will be directly responsible to the FSO for the maintenance and sanitary conditions of all foodservice spaces, equipment, and utensils.

In this position, you must prescribe and enforce the rules and regulations regarding the general cleanliness and sanitation of equipment, utensils, and working uniforms of foodservice personnel. Additionally, you are responsible for the proper storage of food equipment and for the use of sanitary procedures in the preparation and service of food.

Frequency of Inspections

To make sure all foodservice section rules and directed procedures are being followed, the FSO and the senior MS should make both routine daily inspections and thorough weekly inspections of all foodservice personnel, spaces, and operations.

Training

Foodservice personnel play an important role in the prevention of foodborne illness by adhering to good personal hygiene procedures. For foodservice personnel to understand these practices and procedures and appreciate their importance in preventing foodborne illness, they must receive formal training as prescribed in SECNAVINST 4061.1 in addition to their regular, supervised on-the-job instruction. Chapter 1 discusses the types, degrees, and frequencies of all required training necessary for all foodservice personnel.

Physical Examinations

Physical examinations are a means of medically screening personnel for evidence of communicable disease before initial assignment in foodservice. They are conducted to, at a minimum, detect evidence of diseases that may be transmitted by food. To this end,

you must make sure all personnel receive an initial physical examination before they are assigned foodservice duties. The specific regulations governing physical examinations are discussed in chapter 1. Additional guidance can be found in chapter 1 of the NAVMED P-5010.

Monitoring Temperatures

Foodservice personnel must exercise special and continuous close surveillance over all food items, foodservice spaces, and foodservice equipment to make sure prescribed temperatures are constantly maintained. You must make sure this action is taken to prevent the following conditions:

- Damage to food items
- Heat stress conditions in food preparation spaces
- Improper preparation of food
- Inadequate holding temperatures for prepared food items
- Inadequate temperatures in the dishwashing and sanitizing process

Consequently, you must develop and carry out a system for monitoring the temperatures of these items.

FOOD ITEMS.– You should supervise the length of time that foods are held at room temperatures during handling and preparation. This will aid in making sure contamination does not occur. Hand preparation not only increases the likelihood of contamination but increases the time foods are at room temperature. The following are some objectives you want to accomplish when regulating temperatures of food items from the time the food is broken out until it is consumed or discarded:

- Make sure food is always refrigerated except during actual preparation or serving.
- Keep time between preparation and consumption to a minimum.
- Keep frozen foods frozen until removal for preparation.
- Thaw food at temperatures between 36°F and 38°F.
- Never thaw food by exposure to heat or in water.
- Once thawed, never refrigerate food.

- Food items that will not be served immediately should be handled in the following manner:

Place in shallow pans (food depth not more than 3 inches) and cover

Label the product with the time and date of preparation, name of product and person storing product, and expiration date of product

Then immediately refrigerate at temperatures below 40°F

Leftovers should be avoided if possible. However, if unavoidable, they should be handled in the manner just described.

NOTE: Do not hold any hand-prepared item as a leftover.

FOOD PREPARATION AREAS.– Food preparation areas must be monitored to ensure proper ventilation. Proper ventilation allows for a net flow of air into the spaces reducing excessive temperatures that may cause heat stress. Temperatures in foodservice spaces should not exceed 78°F. For additional information on heat stress monitoring, see chapter 3 of the NAVMED P-5010.

STORAGE SPACES.– Storage spaces must be monitored to prevent the deterioration of perishable food items resulting from improper temperatures.

The following are causes of deterioration of perishable food items:

- Bacteria, yeasts, and molds. They are the primary causes of spoilage. Usually an objectional odor indicates spoilage by bacteria. Yeast induces spoilage for items of high sugar content, particularly if stored between 77°F and 90°F. Mold can be detected by visible threadlike filaments growing on the surface of food items.

- Age. All foodstuffs will spoil if kept in storage too long. This type of spoilage is prevented by issuing the oldest items first.

Storerooms for semiperishable items should be clean, cool, dry, lighted, and well ventilated.

You must maintain temperature logs for all refrigerated spaces. Temperatures of bulk refrigerated spaces must be taken from thermometers inside each space at least twice daily. These temperatures are recorded in a log and maintained by the jack-of-the-dust. The engineering department must maintain a separate log with temperatures taken from remote sensors. Temperature problems should be immediately reported to the FSO.

It is important that fresh and frozen food items should be stored in three separate food categories. The following are the categories and associated requirements for proper temperature maintenance:

- Fresh fruit and vegetables. Air circulation is important—containers should be raised off the deck. This is accomplished by using pallets. The use of a fan helps maintain air circulation in all parts of the room. Proper temperatures must be maintained at 32°F to 35°F. Humidity should be from 85 to 95 percent.

- Dairy products and eggs. Air circulation may be accomplished for these items by storing on pallets that are raised off the deck. Additionally, there should be a fan capable of keeping the air circulating. Proper temperatures must be maintained at 32°F to 34°F.

- Meat and other frozen products should not be stored on bare decks. The use of pallets to raise items off the deck permits air to circulate under the items. Temperatures for frozen products must be maintained at 0°F or below.

Acceptable temperature ranges for chilled and frozen storage or holding spaces are as follows:

- Dairy: 32°F to 34°F
- Reach-in refrigerators: 34°F to 44°F
- Chill and vegetables: 33°F to 36°F
- Thaw box: 36°F to 38°F
- Freezers: 0°F or below

There should be no frost buildup on the chill or freeze box coils. The chill and freeze boxes should be defrosted and cleaned regularly. This is best accomplished when provisions are low and just before loading out.

The engineering department should be informed when a major onload of stores is going to take place. This allows them to plan ahead and secure the boxes affected. This will prevent high or unnecessary loads on the chill or freeze unit and frost buildup during the loading evolution. Hot gassing operations to defrost may even be planned during this time. Remember to start the reefer units up immediately after the onload and have a qualified person standing by to monitor the first couple hours of reefer operation.

EQUIPMENT.– Equipment such as ovens, griddles, fryers, and dishwashing and sanitizing equipment should be calibrated periodically. This is

done to make sure they can maintain the required temperatures for their respective purposes.

Before calibrating ovens, griddles, fryers, and dishwashing and sanitizing equipment, you should always consult the manufacturer's technical manual before making any adjustment. These procedures are written as general guidelines.

There are three types of thermostatic controls. The two that will not be discussed at length here are those that have a backing plate with the temperatures marked or etched on it and those with a movable toothed sleeve on the back of the knob.

The most common type of thermostat has a removable knob that exposes a hollow shaft with a screw inside. When you turn the screw clockwise on this thermostat, the temperature is lowered. When you turn the screw counterclockwise, it raises the temperature.

A pyrometer with a surface probe is used to calibrate griddles. A wire probe is used for ovens and a needle probe is used for deep-fat fryers, steam lines, sculleries, and so on. Use of pyrometers is explained in the Standard Preventive Maintenance Subsystem Identification Guide (SPMIG).

Dishwashing and sanitizing equipment must be constantly inspected and periodically calibrated. This must be done to make sure the equipment is capable of maintaining the required temperatures for all stages of the dishwashing and sanitizing operation. Dishwashing and sanitizing are the most important steps in breaking the chain of infection. If dishes are not clean and sanitary, germs can grow and reproduce. No matter what method you use—by hand or the preferred machine method—the final results depend upon the operator.

Proper machine washing temperatures are as follows:

- Wash: 150°F to 160°F
- Rinse: 160°F to 180°F
- Sanitize/final rinse: 180°F to 195°F

Manual dishwashing temperatures are as follows:

- Wash: 95°F to 125°F
- Rinse: 120°F to 140°F (do not put hands in this water, use a dip basket)
- Sanitizing rinse: 170°F with a 33-second contact time (do not put hands in this water, use a dip basket)

Allow all items to air dry and store clean dishware and equipment inverted.

Routine operational tests should be conducted to make sure the correct temperatures are maintained for both manual and mechanical dishwashing.

PREVENTIVE MAINTENANCE

It is a fact that a well-maintained galley plays an important role in effective foodservice. This further contributes to labor saving and high morale. Yet, there are no Navy schools that provide training on the proper upkeep of galley equipment. Contrary to this is the fact that galley equipment is often the most used and abused equipment found aboard ships. Engineers may often be preoccupied with other matters such as refresher training (REFTRA) or operational reactor safeguards examinations (ORSEs). For this reason, the role of the senior MS is vital. He or she must conduct frequent equipment inspections as well as monitor required maintenance to make sure it is done properly. If frequent inspections are not conducted to determine needed repairs, equipment deficiencies may go unnoticed and lead to decreased operating efficiency and safety hazards to personnel.

The Navy's planned maintenance system (PMS) maintenance actions are the minimum required to maintain Navy machinery and equipment in a fully operable condition within given specifications. To this end, preventive maintenance is set up for all equipment that may be seriously damaged or affect the safety of the operator if it should break down. The Navy PMS program provides a list of all equipment that requires periodic inspection, adjustment, cleaning, and lubrication.

The senior MS is directly responsible to the FSO for the proper maintenance of all spaces and equipment of the foodservice section. In this position, you must advise the appropriate department or division of all required repairs to foodservice equipment and spaces.

A Machinist's Mate should take care of the oiling of your equipment. However, it is up to you to make sure it is done as scheduled.

Preventive Maintenance Schedules

Proper use of the PMS program ensures maintenance is conducted and completed when required. It provides a simple and standard means for planning, scheduling, controlling, and performing

preventive maintenance. The PMS program uses schedules and documents, some of which areas follows:

- A weekly PMS schedule shows the planned maintenance schedule for accomplishment during a specific week.
- A quarterly PMS schedule shows the planned maintenance schedule for accomplishment during a specific 3-month period.
- A cycle PMS schedule shows the planned maintenance requirements to be performed during the period between major overhauls of a ship.

Routine Maintenance

Each piece of galley equipment has a maintenance requirement card (MRC). This card provides detailed procedures for performing maintenance requirements and tells, who, what, when, how, and with what resources a specific requirement is to be accomplished. It also states safety precautions that reduce the chance of costly or dangerous preventive maintenance errors.

PMS Audit/Spot Check

Individual maintenance requirements are audited to determine the effectiveness of PMS accomplishments. The FSO or other designated person performs a PMS audit on at least one maintenance requirement (MR) per week. The following steps should be taken when conducting a PMS audit:

1. Randomly select from a weekly or quarterly schedule a maintenance requirement that has been crossed off as being completed.
2. Identify and call upon the individual who performed the maintenance requirement.
3. Have this individual pull the MRC (auditor should read the MRC and become familiar with the steps performed). Proceed with the individual to the equipment selected to be checked.
4. Then question the maintenance person. The questioning should be of a general nature and related to the maintenance requirement.

Memorizing the card is not required, but if the maintenance was done, the person should be familiar with the MRC. Inquiries should be made to determine the following information:

- If the person actually did the work. (If not, a scheduling or supervisory problem exists.) If the person did not do the work then the individual who actually did the maintenance should be questioned.
- If all basic parts of the maintenance requirement were done; for example, if parts of the MR required operation of the equipment were they in fact operated.
- If basic safety precautions were observed.
- If the proper tools and materials were used.
- If disassembly was part of the procedure, inspect the equipment for evidence of disassembly, such as mechanical guards or hold-down bolts.

Finally, the work center supervisor should be asked the technical accuracy of the MRC.

Self-Help

Organizational self-help is defined as a unit's personnel working in its own workspaces performing handyman and general maintenance and repair projects.

COs may use self-help to perform projects that reduce critical maintenance backlog identified in the annual inspection summary (AIS).

An organizational self-help program should be established within your foodservice operation for the purpose of improvement through optimal use of available resources. Command support in providing funding, manpower, and material is vital.

Setting up a self-help program within the foodservice division should provide improvement through the best use of available resources. Your command must support such a program for it to be successful. This support should be in the form of providing funding, manpower, and material.

Leading MSs may use self-help to perform projects that reduce critical maintenance overload as well as improve the effectiveness of the foodservice operation. This further enhances morale and cost control.

